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5-1840-a

MAY 4 1955

TO: Director of Central Intelligence
VIA: Deputy Director (Support)
SUBJECT: Unresolved Problems of the Office of Training

Problem II: Non-availability of Sufficient Numbers of
Operationally Experienced Personnel to
Serve as Instructors with the Office of
Training

- REFERENCES: a. Memo from the IG to DCI dtd 20 Apr 54, Subject,
"Survey of the Office of Training"
b. Memo from DTR to DCI dtd 4 Jun 54, Subject,
"Survey of the Office of Training"

1. PROBLEM:

- a. To fill existing vacancies of the Operations School, OTR, with personnel currently experienced in Agency clandestine activities who are capable of providing qualified instruction in espionage, counterespionage and other covert activities.
- b. To provide for orderly and systematic rotation and replacement of:
- (1) Non-OTR career designees who complete tours of duty as training staff officers with OTR and return to duty with the Clandestine Services;
 - (2) OTR career designees who require operational experience to become qualified instructors, or who need to have their operational experience replenished.

2. FACTS BEARING ON THE PROBLEM:

- a. The Operations School, OTR, is responsible for providing specialized and advanced training in the principles, methods and techniques of clandestine

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activities for staff and agent personnel of the Clandestine Services and for personnel of certain foreign intelligence and security services.

- 25X1A b. It is mutually agreed, between DD/P and OTR, that such training is effective and authentic only to the extent that it is given by instructors currently experienced in the clandestine activities of the Agency. In support of this concept the DD/P has recognized the value of rotation of Clandestine Services operations officers to OTR for 30-month tours of duty as instructors and has published a policy statement to this effect. (see Tab A)

c. [REDACTED]

- 25X9 d. Of [REDACTED] occupied instructor positions:

- 25X9 (1) [REDACTED] filled by TR career designees, and [REDACTED] filled by career designees of the Clandestine Services. (see Table 1, Tab B) 25X9
- 25X9 (2) [REDACTED] TR career designees have had no operational experience in clandestine activities, and of these, [REDACTED] served as instructors from 31 to 69 consecutive months. The remainder will have completed 30-month tours by the end of 1955. Table 2 of Tab B reflects the Office origin of Operations School instructors and Table 4 of Tab B indicates months of service in OTR, by grade, of [REDACTED] instructors who have had no operational experience in clandestine activities. 25X9
- 25X9 (3) By 31 December 1955 a total [REDACTED] instructors will have completed tours of 30 months' duration or longer in OTR. (see Table 1, Tab B)
- (4) The normal tour of duty for DD/P career designees in OTR is 30 months. Table 3, Tab B, reflects that no DD/P personnel currently assigned to OTR have served longer than 24 months.

- e. In an effort to fill its vacancies in instructor positions with qualified operationally experienced Clandestine Services personnel the Office of Training has accomplished the following:

- 25X9 (1) On 31 August 1954, obtained authorization from the then DD/A to assign up [REDACTED] Clandestine Services personnel to duty in OTR as instructors without regard to grade limitation composed by the official T/O of OTR.
- 25X9 (2) On 4 April 1955, obtained authorization from the DD/S to recruit up [REDACTED] carefully selected personnel, over and above the authorized strength of OTR, who desire to make a career of teaching. After completion of testing, assessment and training in the principles, methods and techniques of clandestine activities, those so qualified will be given operational experience for two to three years and

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returned to OTR for duty as instructors. It will take four to five years for the effect of this authorization to have a bearing on the problem.

- (3) Released OTR instructor personnel to the Clandestine Services to provide them with operational experience or to permit them to obtain additional experience. During the preceding 24 months the Office of Training released [] more professional personnel to the Clandestine Services than were provided by the Clandestine Services to OTR.

- (4) Increased the number of JOT's available to the Clandestine Services. As of 7 March 1955, [] JOT's are on duty with the Clandestine Services, [] of which are currently serving overseas and 10 more are being prepared for overseas assignments.

- f. The effect of the [] vacancies in the Operations School upon the Office of Training is best illustrated by the amount of over-time expended in meeting the current teaching load. During the period 7 November 1954 to 9 April 1955, \$15,000 was spent for this purpose. This is inefficient in terms both of people and money.

3. DISCUSSION:

- a. Since there is mutual agreement in principle between the Clandestine Services and the Office of Training that the Operations School should be staffed with operationally experienced instructors, the problem becomes one of establishing a high priority of assignment to OTR on the personnel assets of the Clandestine Services until the instructor vacancies in the Operations School are filled, and an orderly system of rotation of professional personnel between the Office of Training and the Clandestine Services is accomplished.
- b. To fill the existing OTR vacancies with non-operationally experienced instructors and to fail to rotate those OTR instructors who have had no operational experience, or who have served in excess of 30 months would:
- (1) result in a reduction in training standards, and a corresponding reduction in quality of the training effort;
 - (2) further impair the efficiency of the operationally experienced members of the instructional staff;
 - (3) fail to provide an immediate solution to the problem in view of time for selection, testing, assessment, recruitment and training of new personnel.
- c. Failure to give a high priority of assignment to OTR, on the personnel assets of the Clandestine Services will mean that OTR can no longer sustain the present level of training support to the Clandestine Services and that

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OTR cannot accept additional responsibilities which it cannot meet.

- d. Once the 26 vacancies are filled, the rotation problem can proceed on a man-for-man exchange basis provided some centralized control of the personnel assets of the Clandestine Services is established.

4. CONCLUSIONS:

- a. That it is not in the interests of the Agency particularly of the Clandestine Services to permit this problem to remain unresolved.
- b. That resolution of this problem falls outside any unilateral action that can be taken by OTR, but requires a "command decision" that:
 - (1) High priority of assignment of personnel of the Clandestine Services will be given to duty as instructors in the Operations School, OTR, until the existing 26 vacancies are filled and an orderly system of rotation of professional personnel between OTR and the Clandestine Services has been established.
 - (2) The Clandestine Services will provide operational experience to OTR career designees who serve as instructors.

5. RECOMMENDATIONS:

- a. That the DD/P establish a high priority of assignment of Clandestine Services personnel to duty as instructors in the Operations School, OTR, as set forth under paragraph 4. b. above.
- b. That the DD/P designate the Chief of Operations as the centralized control official:
 - (1) to fill the existing 26 vacancies with operationally experienced personnel of the Clandestine Services who are found by the Director of Training to be qualified as instructors in their respective professional fields;
 - (2) to insure that OTR career designees having served as instructors are provided opportunities for operational experience in the Clandestine Services.

- c. That the rotation of the [] OTR instructors into the Clandestine Services be accomplished by 31 December 1955 on a man-for-man replacement basis and that the 26 vacancies in the Operations School, OTR, be filled by

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1 September 1955 on substantially the following schedule:

25X9

[REDACTED] officers by 31 May 1955
[REDACTED] officers by 30 June 1955
[REDACTED] officers by 30 July 1955
[REDACTED] officers by 30 August 1955

25X1A

[REDACTED]
MATTHEW BAIRD
Director of Training

ANNEXES:

Tabs A and B

25X1A

CONCURRENCES:

[REDACTED]
Deputy Director (Support)

4 May 55
Date

Deputy Director (Plans)

Date

ACTION BY APPROVING AUTHORITY:

APPROVED:

Date

Director of Central Intelligence

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